



Department of Premier and Cabinet

Corporate Plan 2025–29

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Premier
and Cabinet

Acknowledgement of Country

The Victorian Government acknowledges Aboriginal and Torres Strait Islander people as the Traditional Custodians of Country.

We respectfully acknowledge all First Peoples of Victoria and celebrate their enduring connection to land, skies and waters. We thank First People for their care of Country and contributions to Victorian communities. We honour and pay our respects to First Peoples' Elders past and present.

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Message from the Secretary

The Department of Premier and Cabinet's Corporate Plan 2025-29 outlines our key objectives for the next four years, positioning DPC as part of a high-performing Victorian Public Service (VPS) that supports the Victorian Government and serves the community's interests.



DPC's organisational structure consists of the following five groups, two of which updated their titles in 2025 to better reflect their remits:

- Office of the Secretary
- Economic Policy and State Productivity
- First Peoples – State Relations
- Public Administration (previously Justice and Public Administration)
- Social Policy (previously Social Policy and Intergovernmental Relations).

DPC will continue to support the Premier and Deputy Premier through the social and economic policies we help develop and implement, as well as the expert advice we provide on a range of government functions, including Cabinet, Cabinet Committees and the Executive Council.

We added Children's Portfolio Coordination to our list of portfolio responsibilities in 2025. The Government has a significant reform agenda for children aged 12 and under and DPC will be working closely with other departments and agencies to ensure this work is delivered.

Our department will also support the Minister for Multicultural Affairs and Minister for Treaty and First Peoples, as these portfolios continue to focus on building a safe, inclusive and fairer Victoria. This includes leading Treaty negotiations on behalf of the State of Victoria with the First Peoples' Assembly of Victoria, which DPC is doing through our Treaty Negotiations and Strategy Branch.

The initiatives outlined in this Plan set aspirational targets for our workforce over the next four years, while acknowledging the fiscal challenges the VPS is facing. We look forward to demonstrating the levels of leadership, integrity and commitment to public-sector excellence that are befitting of a first minister's department.

A handwritten signature in black ink, appearing to read 'Jeremi'.

Jeremi Moule
Secretary

About the department



Our vision

DPC's vision is to be recognised and respected leaders in whole-of-government policy and performance.



Our mission

DPC's mission is to support the people of Victoria by:

- helping government achieve its strategic objectives
- providing leadership to the public sector to improve its effectiveness
- promoting collaboration across government to drive performance and improve outcomes.





Our values

DPC upholds the public sector values as enshrined in the *Public Administration Act 2004* by demonstrating:



Accountability

Our employees demonstrate accountability by:

- working to clear objectives in a transparent manner
- accepting responsibility for our decisions and actions
- seeking to achieve best use of resources
- submitting ourselves to appropriate scrutiny.



Human rights

Our employees respect and promote the human rights set out in the Charter of Human Rights and Responsibilities by:

- making decisions and providing advice consistent with the human rights charter
- actively implementing, promoting and supporting human rights.



Impartiality

Our employees demonstrate impartiality by:

- making decisions and providing advice on merit without bias, caprice, favouritism or self-interest
- acting fairly by objectively considering all relevant facts and applying fair criteria
- implementing government policies and programs equitably.



Integrity

Our employees demonstrate integrity by:

- being honest, open and transparent in our dealings
- using powers responsibly
- reporting improper conduct

- avoiding any real or apparent conflicts of interest
- striving to earn and sustain public trust of a high level.



Leadership

Our employees demonstrate leadership by actively implementing, promoting and supporting these values.



Respect

Our employees demonstrate respect to their colleagues, other public officials and members of the Victorian community by:

- treating them fairly and objectively
- ensuring freedom from discrimination, harassment and bullying
- using their views to improve outcomes on an ongoing basis.



Responsiveness

Our employees demonstrate responsiveness by:

- providing frank, impartial and timely advice to the Victorian Government
- providing high-quality services to the Victorian community
- identifying and promoting best practice.

Additionally, our employees adhere to the behaviours in the **Victorian Public Sector Employees — Code of Conduct**, demonstrating our commitment to these values.

Our Ministers

DPC supports the Premier and the following ministers in meeting their portfolio responsibilities:



Hon Jacinta Allan MP
Premier of Victoria



The Hon Natalie Hutchins MP
Minister for Treaty and First Peoples



The Hon Ben Carroll MP
Deputy Premier



Ingrid Stitt MP
Minister for Multicultural Affairs

Our groups

To best support the government, we manage our functions across the following groups:

Public Administration

The Public Administration group supports the Victorian Government and our Secretary by providing expertise in public sector governance, strategic communication, protocol, intergovernmental relations, and legal and legislative advice. The group also provides whole-of-government leadership and coordination across these areas. Its work places a particular focus on the institutions and systems of Westminster government, including the operation of Cabinet and the Victorian Executive Council. The group maintains key relationships with the Office of the Governor, the Parliament of Victoria, the Office of the Chief Parliamentary Counsel, the Victorian Electoral Commission and the Victorian Public Sector Commission.

Economic Policy and State Productivity

The Economic Policy and State Productivity group leads the provision of economic policy advice to the Premier. The group collaborates with relevant departments and agencies to ensure a coordinated, whole-of-government approach to policy and projects in the areas of economic development, including in fiscal policy; regional and suburban development; local government; regulatory reform; consumer affairs; gambling and racing; WorkSafe and TAC; insurance; government services; community sport; creative industries; economic growth and jobs, including trade and investment; industry and advanced manufacturing; outdoor recreation; skills and TAFE; small business and employment; tourism, sport and major events; industrial relations; international engagement; medical research; transport infrastructure; public transport; roads; planning; precincts; agriculture; resources; energy, climate action; and water and the environment.

First Peoples – State Relations

The First Peoples – State Relations group is responsible for an extensive program of nation-leading work in the areas of cultural rights, land justice, self-determination, treaty and truth with First Peoples. The group recognises Victoria's First Peoples as the self-determining drivers of Aboriginal affairs in Victoria and is committed to building ongoing, just and respectful relationships between self-determining First Peoples and the State.

Social Policy

The Social Policy group is responsible for providing the Premier with advice on social policy matters, including health; mental health; alcohol and other drugs; education; justice; emergency management; and families, fairness and housing. The group also leads and supports the delivery of the Multicultural Affairs ministerial portfolio.



African Music and Cultural Festival, 2024.

Other key functions

Delivery and Strategy

The Delivery and Strategy branch tracks and supports delivery of priority government initiatives and works with policy branches to support strategic policy development of cross-portfolio issues. The branch comprises Delivery Tracking, which monitors implementation of government priority initiatives and commitments and supports identification and resolution of risks and blockages; and Strategy, a project-based team that works closely with DPC's policy branches and delivery agencies, employing consulting and strategy approaches to resolve priority policy and delivery issues.

Treaty Negotiations and Strategy

The Treaty Negotiations and Strategy branch is responsible for negotiating Statewide Treaty with the First Peoples' Assembly of Victoria on behalf of the state and embedding a whole-of-government approach to Statewide Treaty and Traditional Owner Treaties in line with Treaty legislation and the Treaty Negotiation Framework. The branch also administers a Treaty Education program to build understanding of Treaty across the Victorian Public Service and oversees Treaty public communications.

Children's Portfolio Coordination

Children's Portfolio Coordination (CPC) supports the government's reform agenda for children aged 0 to 12 and their families. CPC provides policy and project co-ordination across a range of portfolios. This includes: Children (Maternal and Child Health, Early Childhood Education and Child Protection and Family Services) as well as Education (Schools); Disability; Health; Mental Health; and Government Services.



Portland Treaty Negotiation.

Our portfolio entities

Administrative offices

DPC is responsible for the effective, efficient and economical management of the following administrative offices, incorporating their key initiatives in this Corporate Plan:

Office of the Chief Parliamentary Counsel

The Office of the Chief Parliamentary Counsel transforms policy into legislation, advises the government on its legislative program and drafts legislation for the government and the Parliament of Victoria. The office is responsible for ensuring up-to-date public access to authorised Victorian legislation and is also the Government Printer for Victoria, responsible for publishing Victorian legislation.

Office of the Governor

The Office of the Governor provides support to the Governor of Victoria in carrying out all aspects of their official duties for the benefit of the Victorian community and maintains Government House and grounds as a unique heritage community asset. The Governor's role as the constitutional Head of State of Victoria includes constitutional and ceremonial duties, community and international engagement, as well as official municipal and regional visits.



The Governor of Victoria hosts the Australia Day Flag Raising Ceremony.

Public entities and special bodies

DPC supports the Premier and our portfolio ministers in their responsibilities for the following public entities and special bodies:

- Parliamentary Workplace Standards and Integrity Commission
- Victorian Aboriginal Heritage Council
- Victorian Electoral Commission, including the Electoral Boundaries Commission
- Victorian Multicultural Commission
- Victorian Public Sector Commission
- VITS Language Loop.

Key initiatives for the Victorian Aboriginal Heritage Council and the Victorian Multicultural Commission are included in this plan, and their performance will be consolidated into DPC's 2025–26 Annual Report.

Victorian Aboriginal Heritage Council

The Victorian Aboriginal Heritage Council, established under the *Aboriginal Heritage Act 2006*, ensures the preservation and protection of Victoria's rich Aboriginal cultural heritage. With important decision-making responsibilities, the Council consists of 11 Victorian Traditional Owners appointed by the Minister for Treaty and First Peoples. It recognises Traditional Owners as the primary guardians of their culture and envisages a community that respects Aboriginal cultural heritage and the responsibilities of Traditional Owners.

The Council's principal functions are to make decisions on Registered Aboriginal Party applications and monitor them; protect Ancestors' resting places and facilitate their return to Country; manage Secret or Sacred Objects in Victoria; manage the Aboriginal Cultural Heritage Fund; and implement measures to promote awareness and understanding of Aboriginal cultural heritage.

Victorian Multicultural Commission

The Victorian Multicultural Commission (VMC) was established in 1983 as a statutory body legislated under the *Multicultural Affairs Act 2011*. As the main link between communities and government, the purpose of the VMC is to promote cultural diversity across all areas of society; to advocate on behalf of multicultural communities to all levels of government; and to promote full participation by all Victorians regardless of their cultural, linguistic and religious backgrounds.

The VMC engages with multicultural and multifaith groups to identify issues and to recommend solutions to government, policymakers and community organisations to make public services more inclusive and accessible. The VMC is led by commissioners appointed by the Minister for Multicultural Affairs.

Operating environment

DPC provides advice and support to the Premier, Deputy Premier, our ministers and Cabinet, responding to the government's priorities by supporting our Secretary as the leader of the Victorian Public Service.

As a first minister's department, we will continue to protect and advance Victoria's interests through sophisticated policy development, advocacy and implementation throughout the period covered by our Corporate Plan, from 2025 to 2029. We will collaborate with other government departments and agencies to support the Victorian Government in implementing strategic programs that benefit the Victorian community.

The 2025–26 Budget is a fiscally responsible budget with a focus on frontline services, including quality healthcare, community safety and addressing cost-of-living pressures. It also continues to deliver on the Government's five-step fiscal strategy.

The 2025–26 Budget also includes carefully targeted savings decisions that will reduce inefficient and non-priority spending.

Wages in Victoria are expected to grow faster than inflation from 2024–25, leading to real wages growth over the budget and forward estimates. However, there remains risks to the Victorian economy, including global risks around trade policy and broader geopolitical conditions.

DPC remains committed to navigating these economic and social challenges and is focused on supporting the Victorian Government's priorities of improving financial sustainability, managing economic pressures and ensuring Victorians have the opportunity to prosper.



Victoria's India Strategy: Our Shared Future 2025–30.

Key stakeholders

DPC's primary goal is to support the operations of the Victorian Government and provide stewardship in public administration, in order to build trust in transparent and accountable government institutions.

We do this by promoting a comprehensive approach to governance and collaboration and actively engaging with various government bodies, including the Commonwealth and local governments, to ensure effective coordination.

In addition, DPC maintains close working relationships with stakeholders from the private sector, community sector and academia. We actively engage with the community through our service delivery and ministerial portfolio responsibilities. This includes collaborating with Victoria's First Peoples, multicultural communities and various cultural organisations.

DPC leads and facilitates communication among numerous interdepartmental groups and committees, with particular emphasis on the Victorian Secretaries' Board, which is responsible for strategic oversight of public administration in Victoria.

We will continue to provide leadership to the Victorian Secretaries' Board, working alongside department secretaries, the Chief Commissioner of Police and the Victorian Public Sector Commissioner. This collaborative effort ensures the effective coordination of major policy initiatives across the entire public sector.



Our people

We are committed to maintaining an agile, high-performing workforce where our people are empowered, supported and engaged to deliver on our strategic priorities and policy outcomes.

Through investment in our people, processes and technology, we continue to build the capability required to fulfil our purpose and respond to the evolving needs of Victorians.

Workforce outlook

DPC's workforce outlook is shaped by current and emerging priorities, the long-term impacts of COVID-19 on ways of working and an increasingly competitive labour market. The Silver Review — the Independent Review of the Victorian Public Service — will continue to inform our workforce planning to ensure we have the right composition of staff to deliver programs and support continuous improvement.

To address any resourcing pressures in 2025–26, we will prioritise capacity building in critical areas and continue to strengthen workforce mobility and sustainability.

DPC anticipates ongoing market supply constraints in recruiting for specialist policy and stakeholder engagement roles. In particular, we face capacity challenges in recruiting and retaining Aboriginal and Torres Strait Islander staff due to a competitive labour market and the specialised nature of many roles. These constraints are expected to continue while current market conditions persist.

Diversity, equity and inclusion

We are committed to building a safe, inclusive, and respectful workplace that reflects the diversity of the Victorian community. A new Diversity, Equity and Inclusion Strategy and Gender Equality Action Plan are being developed with our corporate shared services provider to guide our efforts.

We continue to invest in initiatives that attract, develop and retain a diverse workforce, and align our efforts with whole-of-government strategies, including the *Barring Djinang: First Peoples Workforce Development Framework* for 2024 to 2028, which aims to improve employment outcomes for Aboriginal and Torres Strait Islander peoples across the Victorian public sector.

Health, safety and wellbeing

We are committed to providing a safe and healthy working environment, with a strong focus on the wellbeing of our people. The framework underpinning this will include initiatives to ensure our workplace continues to be physically and psychologically safe and to ensure we maintain our safe systems of work. The framework will support and enhance a health and safety culture within DPC, where people understand their obligations and actively engage to manage work health and safety risks.

DPC is preparing to meet the requirements of the Psychological Health Compliance Code, which will take effect from December 2025. Our shared services provider is developing resources and support mechanisms to help identify and manage psychosocial hazards across the department.

A new online Incident and Hazard Notification System is also being introduced to capture physical and psychosocial risks. The system will support DPC to take a proactive approach to the management of health and safety and will allow us to support the health and wellbeing of our people through education, awareness and communication.

Developing our people

We are committed to building the capability of our workforce and creating meaningful opportunities for development. From day one, our onboarding and induction program is designed to provide an engaging experience and create a strong connection between new starters and the department. Our revised end-to-end onboarding experience includes staff having the opportunity to meet our Deputy Secretaries, offering new starters with an opportunity to hear directly about departmental priorities and engage with senior leadership.

We use an Experience, Exposure and Education (70/20/10) Learning Model to support staff development. Staff are encouraged to access a wide range of learning and development opportunities. We are focused on growing talent pipelines through access to shared-service learning, performance development platforms and creating structured career pathways to support high performance outcomes at all levels within DPC.

Workforce profile

We are actively managing our workforce profile and composition to ensure the optimum mix of talent at the right levels across DPC. This includes ensuring analysis of organisational needs and available funding, particularly in policy, program and enabling areas.



International Women's Day Panel Event 2025.

Our risk management

DPC is committed to strong and effective risk management to support our role in shaping whole-of-government policy, public-sector stewardship and delivering priority reforms. Risk management is embedded in our planning, policy and operations, and is aligned with the *Victorian Government Risk Management Framework*, the *Standing Directions 2018*, and the Australian/New Zealand Standard on risk management.

We maintain a department-wide Risk Management Framework that is reviewed annually and ensures the consistent identification, assessment and treatment of risks across all areas of the department. Risk is integrated into business planning, governance, policy development and service delivery, using both formal and fit-for-purpose risk assessment methods, depending on the nature, scale and urgency of the decision. This ensures that risk-informed decisions support positive outcomes for the Victorian community.

Roles and responsibilities are clearly defined with our enterprise risks centrally monitored and overseen by the independent Audit and Risk Committee and the department's executive Board of Management. Business units are responsible for managing operational and project-level risks. Structured reporting and escalation processes ensure risks, including those emerging, are subject to regular reviews. Business units are responsible for identifying and managing operational and project-level risks, while enterprise risks are monitored centrally.

We work closely with other agencies to manage shared risks, recognising that interdependencies across government require coordinated mitigation strategies. DPC contributes to collective risk oversight through collaboration on cross-cutting issues such as cyber security, integrity and service-delivery reform.

Risk awareness is built through capability development, training, and practical tools. Staff are supported to raise and manage risks, and leaders are equipped to make risk-informed decisions, implement mitigations and seek expert advice where required.

DPC's risk culture is defined by accountability, openness and a shared commitment to continuous improvement. While the department accepts a moderate level of operational risk to support innovation and reform, it maintains a low tolerance for risks that could impact public trust, integrity or the safety of its people.

By embedding sound risk management across the organisation, DPC ensures it remains agile, responsive and well-positioned to advance the interests of all Victorians.

Measuring our success

We aim to achieve the following objectives, monitoring progress towards achieving them through the relevant indicators. DPC identifies strategies to address challenges in service delivery, to minimise the impact on achieving departmental objectives.



Objective

Stronger policy outcomes for Victoria

- Lead whole-of-government economic and social policy delivery and reform.
- Lead the public-sector response to significant state and Commonwealth issues, policy challenges and projects.
- Deliver policies and programs that promote fairness, inclusion and participation of Victoria's culturally diverse communities.

Indicators

- Advice contributes to the achievement of government policies and priorities relating to economic and social outcomes, intergovernmental relations and emergency management.
- Decrease experiences of discrimination.

Challenges

- Strengthening inter-agency communication, interjurisdictional cooperation and international engagement to deliver outcomes for Victorians.
- Anticipating and responding to changing environments and scenarios, including emergency events and local impacts of global conflicts, e.g. natural disasters and community cohesion.
- Managing resourcing, including supporting the effective transfer of knowledge and adapting to changing priorities with staffing.
- Ensuring services are delivered effectively, efficiently and in line with the government's Fiscal Strategy, in an environment where interest rates, material costs and services costs are rising.



Objective

First Peoples in Victoria are strong and self-determining

- Improve outcomes and services for First Peoples through prioritising actions to enable self-determination, including advancing treaty, protecting and promoting cultural rights, recognising land and native title rights and responding to the Yoorrook Justice Commission Final Reports.
- Address trauma, support healing and stop systemic injustice.
- Provide culturally safe systems and services and transfer power and resources to communities.

Indicators

- First Peoples in Victoria have increased control over decisions that impact their lives.

Challenges

- Implementing nation-leading reform that has little precedent to follow in Australia.
- Operating in a dynamic and complex environment, including developments at a national level and potential impact on Victoria's self-determination reform agenda.
- Higher number of native-title claims lodged and more contested hearings has increased the complexity for achieving land-justice objectives.



Yoorrook Justice Commission's Walk for Truth.



Objective

Improved public administration and support for the Victorian Public Service

- Foster and promote a high-performing public service.
- Ensure effective whole-of-government performance and outcomes and support the effective administration of government.
- Protect and promote the values of good governance, integrity and accountability across the public service to foster and maintain public trust in government.
- Maintain compliance with government advertising and communication guidelines to support effective financial management, probity and accountability of government advertising.

Indicators

- Support for Cabinet, committee members and Executive Council is valued and informs decision making.
- Agency compliance with government advertising and communications guidelines.
- Victoria's electoral system is supported by an accurate and secure electoral roll, electoral services and conduct of fair and impartial elections.
- Provision of high-quality legislative drafting and publication services.
- Advice contributes to the achievement of government policies and priorities relating to public sector governance.

Challenges

- Adapting systems and business practices to respond to changing demands and expectations regarding government services and citizen engagement in government.
- Responding to consistent themes relating to governance, accountability and integrity in key integrity agency reports.
- Dealing effectively with other levels of government.
- Strengthening the way that the public service facilitates the movement of staff to provide career opportunities and mobility options.



Our key initiatives

DPC aims to deliver the following key initiatives. We will report on achievements against them and progress towards meeting our objectives in our 2025–26 annual report.



Stronger policy outcomes for Victoria

Economic Policy and State Productivity

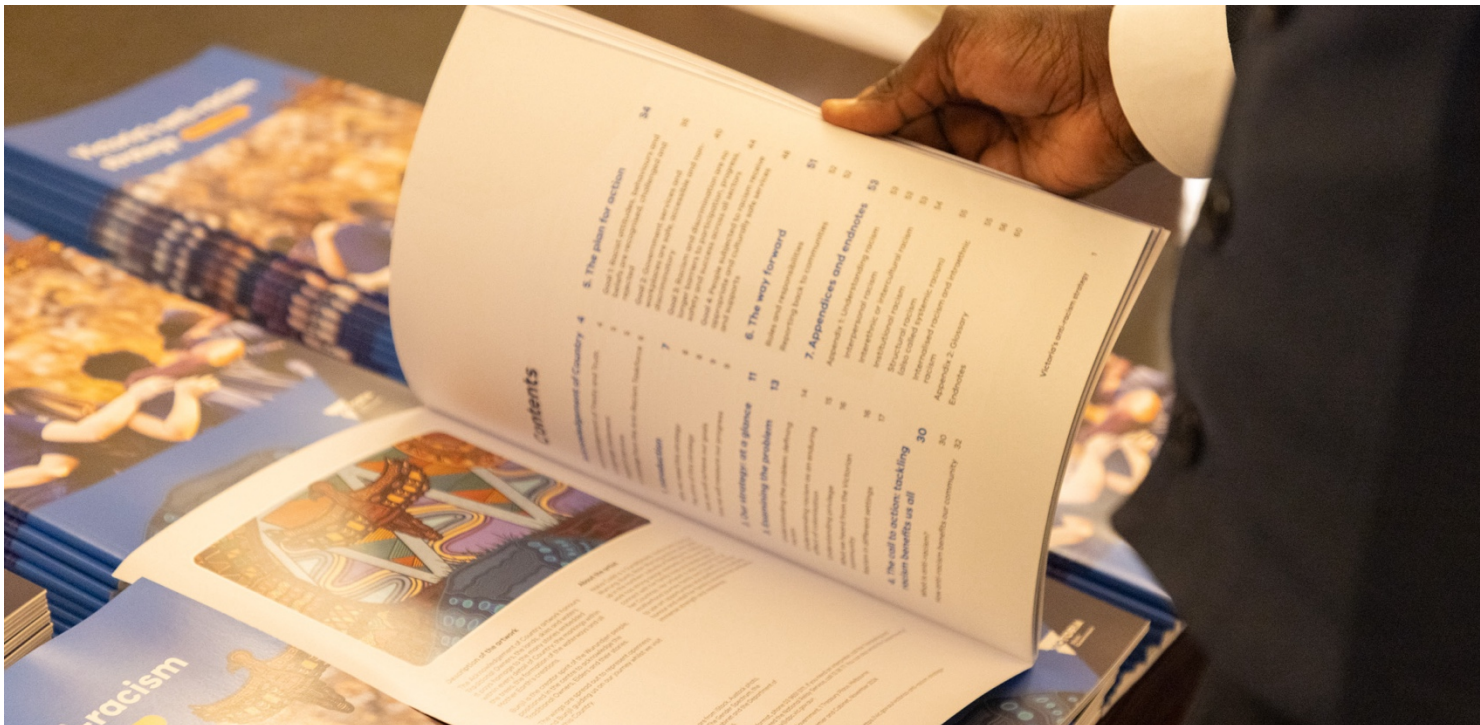
- Provide advice on current and future economic challenges and opportunities, including to support the implementation of the government's Fiscal Strategy, whole-of-government savings and efficiencies initiatives, and Economic Growth Statement.
- Support reform of the government's budgeting and financial management framework, and encourage efficient government operations, including through the digitising of government services.
- Provide advice to support the efficient operation of markets, while maintaining appropriate protections for consumers.
- Provide advice to deliver a renewable energy transition and achieve emissions reduction across the economy to reach the government's target of net-zero emissions by 2045, support delivery of the government's environmental and agricultural priorities and maintain the sustainable use of Victoria's natural resources in a changing climate.
- Support delivery of the government's transport infrastructure program and coordinate a range of reforms to improve mobility around the state, and the safety, liveability and sustainability of Victoria's built environment, including implementation of Victoria's Housing Statement.
- Support delivery of the government's industry and innovation agenda, including driving investment in jobs, and providing advice to deliver the government's skills and workforce priorities.
- Advise, deliver and facilitate engagement with international stakeholders in Victoria and overseas, particularly by the Premier, Deputy Premier and the Governor, that promote trade and investment, continue to build the state's vibrant multicultural fabric and achieve other priority whole-of-government objectives.

Social Policy

- Support the delivery of critical social policy reforms to improve outcomes for Victorians accessing housing and social services, including new social and affordable homes.
- Reform in the children and families system and continued implementation of family and gender-based violence reforms.
- Support the Victorian Government to deliver key commitments to improve the health and wellbeing of Victorians, including delivery of health-infrastructure projects, as well as supporting health-system reform and performance.
- Support the Victorian Government to deliver critical education-policy reforms, including finalising and implementing the Better and Fairer Schools Agreement, actioning Education State priorities to support excellence in every classroom, and implementing the Best Start, Best Life reforms to early childhood education.
- Support the ongoing implementation of recommendations from the Royal Commission into Victoria's Mental Health System, as well as the progression of critical alcohol and other drug-system reforms.
- Support the Victorian Government to undertake key reforms in the justice system, respond to emergencies and strengthen the disaster resilience and safety of all Victorians, including through implementing the recommendations of state and national reviews and inquiries.
- Tackle racism, promote multiculturalism and celebrate diverse communities to help build safe, fair, inclusive and resilient Victorian communities.

Children's Portfolio Coordination

- Support the Victorian Government to improve health, learning, development and wellbeing outcomes for children through delivery of existing reforms and progressing new initiatives that respond to emerging challenges facing children and their families.



Victoria's anti-racism strategy 2024-2029.



Ensuring First Peoples in Victoria are strong and self-determining

First Peoples – State Relations

- Support strong policy outcomes for First Peoples that promote self-determination and address injustice, by driving whole-of-government policy and reform in the Treaty and First Peoples portfolio.
- Coordinate implementation across government of the National Agreement on Closing the Gap, including supporting the Partnership Forum on Closing the Gap as the Victorian Government's formal shared decision-making forum.
- Advance Aboriginal self-determination and improved outcomes in line with commitments made by the Victorian Government.
- Drive and support strong cultural-heritage management and protection under Victoria's Aboriginal cultural heritage system.
- Support non-formally recognised Traditional Owner groups to access the independent legal and research services required to gain recognition and activate rights.
- Work with First Peoples and support the Minister for Treaty and First Peoples to respond to native-title claims made in the Federal Court of Australia.
- Negotiate and implement agreements between the State and Traditional Owner Groups, under the *Traditional Owner Settlement Act 2010*.
- Lead the implementation of the government's response to the First Principles Review recommendations to deliver on Traditional Owners' aspirations in relation to land, waters and natural resources under the Traditional Owner Settlement Act.

- Lead the whole-of-government response to the Yoorrook Justice Commission, the nation's first truth-telling inquiry into historic and ongoing systemic injustices committed against Aboriginal Victorians since colonisation.
- Support Aboriginal organisations to build, repair, refurbish or expand community infrastructure.
- Support self-governance and self-determination at the Lake Tyers and Framlingham Aboriginal Trusts.
- Recognise the achievements of Aboriginal Victorians and celebrate the diversity of Aboriginal culture in Victoria through Aboriginal cultural events and awards.
- Support the Victorian Aboriginal Heritage Council to progress and fulfil its statutory functions.

Treaty Negotiations and Strategy

- Lead Treaty negotiations on behalf of the State of Victoria in line with Treaty legislation and the Treaty Negotiation Framework.
- Represent the State in Statewide Treaty negotiations with the First Peoples' Assembly of Victoria and in Traditional Owner Treaty negotiations with First Peoples' Treaty Delegations. Delegations comprise all Traditional Owners seeking to negotiate a Treaty over the area of land and waters identified.
- Lead whole-of-government engagement to ensure a coordinated and focused approach to Statewide and Traditional Owner Treaties.
- Support, monitor and report on the implementation of Treaties post-agreement.
- Support the Minister of Treaty and First Peoples to inform the Victorian public about the Treaty process.
- Build understanding of Treaty across the Victorian Public Service through a Treaty Education Program.



Improved public administration and support for the Victorian public service

Public Administration

- Provide legal and policy advice to support the Premier, DPC's ministers and the department more broadly.
- Provide clear, timely and practical guidance, expertise and support to our stakeholders in relation to Cabinet, Parliament, legislation, Executive Council and ministerial correspondence-related matters.
- Enhance public sector integrity and governance capability, including through supporting:
 - the Victorian Public Sector Commission to ensure the public sector operates in accordance with the highest expectations of trust
 - the Premier to respond to key integrity agency reports.
- Provide advice and guidance to improve Victoria's parliamentary integrity and standards regime.
- Provide guidance and advice on public-sector executive workforce policies to ensure consistent and transparent executive employment and remuneration practices across the public sector.
- Provide expert whole-of-government governance advice on the operation of Victorian public sector entities, best-practice governance arrangements and Victorian Government board appointments.
- Advocate for Victoria's interests in intergovernmental relations, and work collaboratively with other jurisdictions and the Commonwealth Government on Victorian, state and territory, and National Cabinet priorities.

- Lead and advise Victorian Government departments and agencies on best practice and setting standards in advertising and research, governance, strategic communications, media strategy and insights.
- Provide advice on protocol matters to the public service and deliver events of major state significance.
- Deliver a whole-of-government communications strategy to support Victoria's path to Treaty.
- Deliver a whole-of-government communications strategy to improve access to information for people with disability.
- Oversee the government's Regional Press Policy, Regional Advertising Policy and Multicultural Advertising Policy to ensure all Victorians have relevant and timely access to information.

Office of the Chief Parliamentary Counsel

- Build capacity in legislative drafting to provide drafting and legislative services to implement the government's legislative program, support Parliament and to provide public access to Victorian legislation.

Office of the Governor

- Supports the Governor of Victoria in all aspects of their role for the benefit of Victoria.

Financial and asset outlook

Financial outlook

The operating statement provides an estimate for the period from 2025–26 to 2028–29, with the estimates below representing the allocation of resources that support the delivery of DPC’s key priorities and outputs.

We are forecasting an operating deficit of \$1.8 million for 2025–26. The 2025–26 operating deficit is primarily attributable to the forecast operating expenditure funded from trust balances. For 2025–26, the output appropriations for DPC are higher compared to the forward years, which is mainly attributed to the larger output initiatives funded in 2025–26. There is a larger allocation of special appropriations funding for 2026–27, which is predominantly for the Victorian Electoral Commission to conduct the scheduled 2026 state elections.

Our output appropriation funding for 2025–26 includes \$34.9 million provided through the 2025–26 State Budget. The government’s 2025–26 budget decisions that relate to DPC are detailed on pages 3–13 and 80–82 of the Victorian Budget 2025–26: *Budget Paper No. 3 Service Delivery*.

Comprehensive operating statement

	(\$ million)			
Net result from continuing operations	2025–26	2026–27	2027–28	2028–29
Income from transactions				
Output appropriations	318.1	260.1	205.6	204.0
Special appropriations	86.9	150.5	63.5	63.5
Sales of goods and services	9.8	9.8	9.8	9.8
Grants and other transfers	16.0	10.8	1.5	1.5
Fair value of assets and services received free of charge or for nominal consideration	28.6	28.6	27.9	27.9
Other revenue and income	0.2	0.2	0.2	0.2
Total income from transactions	459.7	460.1	308.5	306.9
Expenses from transactions				
Employee benefits	211.8	247.2	176.8	176.7
Depreciation and amortisation	8.2	8.5	8.2	8.2
Grants and other transfers	149.6	99.9	56.4	55.0
Other operating expenses	91.9	106.3	68.6	68.4
Total expenses from transactions	461.5	461.9	310.0	308.3
Net result from transactions (net operating balance)	1.8	1.8	1.4	1.4

Note: Figures in this table are subject to rounding to the nearest million dollars and may not add up to totals.

Asset outlook

Capital program 2025-26

New projects

	(\$ million)				
	2025-26	2026-27	2027-28	2028-29	Total estimated investment
Supporting the Office of the Governor and protecting Government House heritage (statewide)	3.0	3.0	3.0	3.0	12.0
Total new projects	3.0	3.0	3.0	3.0	12.0

Existing projects

	(\$ million)				
	Total estimated investment	Estimated expenditure to 30 June 2025	Estimated expenditure 2025-26	Remaining expenditure	Estimated completion date
Total existing projects
Total projects	12.0	..	3.0	9.0	..
Other capital expenditure	n.a.	n.a.	14.0	n.a.	n.a.
<i>Other capital expenditure includes offsets by factors such as funding held in contingency pending confirmation of project implementation planning and funding from other sources.</i>					
Total 2025-26 capital expenditure			17.0		

